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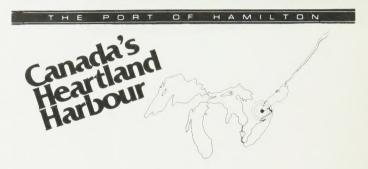
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VOLUME 16: MARCH 1990

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This is a watchword of successful competitive policy for any Business. The same is true for communities and their growth and development.

Hamilton-Wentworth has such an opportunity available now, and we believe the community and its leaders must act swiftly, positively and decisively to take advantage of it.

Begin negotiations now to take complete community control of Hamilton Airport! Consider the Following!

- 1. The Process of Transfer to Full Community Ownership and Control is stated Federal Policy.
- 2. Transport Canada will help the process with people, information and importantly dollars.
- 3. Over 20 communities in Canada have begun looking at the process. Some slowly, some quickly. Including centres such as Toronto, Vancouver, Edmonton, Calgary, Winnipeg, Thunder Bay, Moncton . . .
- 4. It will be five years before Pearson's expansion is operational Hamilton has a window of opportunity now!
- 5. The process is not a one way process! At any time a good deal for the 1.2 million. person Hamilton catchment area doesn't look possible - we can always tell Ottawa
- 6. The concept of investigating and seeing what can be negotiated has been endorsed federally, by our members in the Provincial Government, by major industries including Stelco and Dofasco, by community agencies including the Hamilton Automobile Club, the Metropolitan Hamilton Real Estate Board and the Hamilton Construction Association.
- 7. The Burlington and Brantford Chambers have endorsed the investigation.
- 8. Many local politicians have agreed it is the way to go.
- 9. The Federal Government has said they will not turn over the airport to another level of government. It must be privately led.

Your Chamber of Commerce, led by President Ed Shaker, has carried this idea forward, and offered to assist in setting up the negotiations.

As a community, can we afford to ignore this Federal Government policy? We don't think so! We believe negotiations should begin immediately!

Opportunities must be seized while they exist! The time is now!

INSIDE THIS ISSUE:

- THE DOFASCO OUTLOOK Page 4
- AIRPORT SUPPORT Page 10-11
- HOW TIMES HAVE CHANGED Page 14

COVER PHOTO: Downtown Hamilton 1930 - 1939 Courtesy "Special Collections" Hamilton Public Library

AN ECONOMIC FORECAST

THE OUTLOOK FOR DOFASCO STEEL IN 1990 AND BEYOND

To put the 1990 outlook into perspective, let me discuss it in the context of the two previous years.

As you know. Canada's economy performed very well in 1988 with a full 5% growth in gross domestic product in real terms.

Overall demand for steel in 1988 increased by 10%, over the strong 1987 level, and by a resounding 12% for flat rolled steel - our prime markets in Hamilton.

The economy has continued to expand through 1989 but at a more moderate rate, with a projected gross domestic product growth of 2-1/2%.

But this projection is somewhat misleading relative to the outlook for Dofasco Steel.

When all the numbers are in, we will likely find that domestic demand for flat rolled steel has cooled by about 7% from last year's feverish pace.

Let me now comment on the 1990 outlook for the products of Dofasco Steel and other members of the Dofasco family of companies.

The market trend for the automotive sector reflects the pattern of Canada's economic



JOHN T. MAYBERRY PRESIDENT DOFASCO STEEL

So 1990 should be a reasonably good year for the automotive sector - although not at the near record levels of 1988.

If the economy performs as expected, we can look forward to a return to stronger auto-

The engineering construction sector is expected to register a 3% - 4% improvement in 1989 and has a positive view of its 1990 prospects.

The projected 210,000 housing starts made 1989 a good year for the residential construction sector - except, when compared with the over-heated tempo of the two previous years.

An anticipated decline in mortgage rates should help to make 1990 another good housing year with starts in the 190,000 -200,000 range.

As one would expect, appliance sales have followed the trend in housing completions.

1989 third quarter production of major white goods was off by 8% from the same period in 1988 and a 2-1/2% decline is forecast for next year. Again, an industry experienced a downturn, but a downturn compared to near record levels of the previous two years.

There is good news for the steel industry in the consumer packaging sector.

The growing commitment to recycling is favouring steel beverage cans which can be magnetically separated.

The 1990 outlook for tin plate will benefit

"IF THE ECONOMY PERFORMS AS EXPECTED, WE CAN LOOK FORWARD TO A RETURN TO STRONGER AUTOMOTIVE SALES AND STEEL DEMAND IN 1991 and '92."

performance - a strong 1988 followed by a softer 1989.

By year end 1989, North American sales reached 16.6 million vehicles, off by 4% from the 1988 near-record 17.4 million units.

1989 sales of North American-made vehicles slipped by only 3% because sales of imported vehicles will have experienced a more dramatic decline of 7%.

1990 will see a further 4% softening in total vehicle sales to just under 16 million units. Overall, an 8% decline in the last two years.

North American-made vehicles will likely be off by about 4.5% as the stronger U.S. dollar brings a slight gain in import market share.

It also comes as no surprise that the construction industry has been unable to sustain the hectic pace of 1987 and '88.

Commercial, industrial and institutional building starts were down by 25% in square footage for the first 9 months of 1989 compared with the same period in 1988. We anticipate a 5% further decline in 1990.

Investment in machinery and equipment continues at good levels - presumably as a pass-through from vigorous activity in nonresidential construction during 1987 and 1988. Last year's real growth of 13% should be followed by a further 5% gain in 1990.

motive sales and steel demand in 1991 and from the resurgence of the steel beverage can. Its share of Ontario's soft drink metal container market may very well double from today's 50% to almost 100% by the end of

> On a more sobering front, such optimism is hard to come by when we turn to the oil and gas sector.

> The level of exploration and drilling activity has been very weak in recent years and we can look for little improvement in 1990.

> But while the immediate outlook for downwell pipe is discouraging, there are some opportunities in the distribution side of the business.

> > (continued on page 6)

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All in all, in terms of demand, 1990 won't be as spectacular as 1988 but should only be slightly off from 1989. A softer first half of 1990 should be followed by a stronger second half.

However, tonnage is only part of the story! Competition for business is really tough and getting tougher. Pricing is becoming a very large factor.

We are witnessing, no, living, with a significant downward price pressure in part due to the high value of the Canadian dollar. In the steel business the words 'global competition' are the reality.

To be successful in the 1990s we are going to have to continue to drive our costs down and hope that the dollar does decline in value vis-à-vis other major international currencies.

I personally hope that the Bank of Canada, is setting monetary policy, with the fullest understanding of the negative impact that the current high interest rates and the value of our dollar are having on many sectors of our economy.

We have seen a significant change in the market in the past two or three months – and I believe high interest rates and the high value of our dollar are two significant factors.

As we did to some extent in 1989, seeking and obtaining off-shore business will also help to sustain high operating levels.

Challenges for 1990 - we have lots!

We will be busy keeping pace with dayto-day customer requirements in a very competitive market – and busy moving forward with a commitment to constantly improve our performance in an increasingly competitive market.

And believe me - the pressure is on.

The steel industry is changing faster and more fundamentally than at any time in history.

Our traditional competitors have become far more efficient through modernization and by scrapping outdated excess capacity.

New mills in countries like South Korea, Brazil and Mexico have the double advantage of current technology and low labour costs.

The U.S. industry has achieved a remarkable turnaround from its problems early in the decade. It has largely closed the efficiency

We know we must be competitive with mills throughout the world, or we won't be competitive anywhere.

We are well aware of the size of the challenge, but that's not to say we are intimidated.

That's why, for example, we are investing \$3 billion in Hamilton facilities between the early '80s and early '90s.

In addition to building new facilities, we are spending millions more to improve cost and

"THE GROWING COMMITMENT TO RECYCLING IS FAVOURING STEEL BEVERAGE CANS WHICH CAN BE MAGNETICALLY SEPARATED."

gap that has until recently given Canadian producers a competitive edge.

I would go as far as this. It no longer makes much sense to talk about a Canadian steel industry.

We are now competing in a global steel industry . . . and more to the point, in a North American market.

Many steel purchasing decisions for manufacturing plants on both sides of the border are now made in places like Detroit, Chicago, and Atlanta.

Although quality is a key factor in those decisions, it is now taken for granted that any U.S. or Canadian mill that wants to compete can consistently meet the toughest quality demands.

As I said earlier, the key issue now is price. Our competitive position against U.S. mills certainly isn't being helped by Canada's higher interest rate and the 85¢ - 86¢ dollar – which are having a negative impact on practically every sector of our business.

This North Americanization of the steel industry would have developed with or with-

quality in all steelmaking operations.

Other Dofasco Inc. events, such as the Algoma acquisition are also contributing to Hamilton's position as a world-class steelmaking centre.

We are gaining major off-shore sales by blending excess iron and steelmaking capacity in the Sault with rolling capacity in Hamilton.

In addition, we are improving the level of customer service by co-ordinating production planning and marketing of Algoma and Dofasco flat rolled steel.

And most important of all, we are continuing to look for opportunities to improve the way we work together to serve our customers better – we have to!

In a longer-term initiative, we are working with a number of other Canadian steel producers to develop the technology for casting 1/8" thin sheets rather than 10" thick slabs. The project is called "Project Bessemer".

Constant technical improvement is strengthening our competitive position against other integrated mills – as well as mini-mills that have the cost advantage of starting with steel scrap rather than iron ore.

Just as vital is the continuing commitment to strengthen what we call the people side of the business.

Dofasco people quite rightly think of themselves as some of the best steelmakers in the world.

They bring a lot of personal pride to the challenge of the '90s.

We have to keep them fully informed on the changing needs of customers.

We also must offer opportunities to fully contribute their knowledge and commitment by sharing in decision-making – as members of quality improvement task forces.

The gains achieved made 1989 a very good year for Dofasco, although the first half was much better than the second half.

The gains we are making now will help us compete successfully in the coming year and through the '90s.

"TO BE SUCCESSFUL IN THE 1990'S WE ARE GOING TO HAVE TO CONTINUE TO DRIVE OUR COSTS DOWN AND HOPE THAT THE DOLLAR DOES DECLINE IN VALUE VIS-À-VIS OTHER MAJOR INTERNATIONAL CURRENCIES."

Customers now demand a far higher level of consistent quality, on time, every time, and at the lowest possible prices to help them meet their competitive pressures.

The race to respond to those new customer demands has brought an on-rush of new steelmaking technology.

Few industries have been so eager to join the computer revolution. The high tech way of thinking is a steelmaking survival kit.

And most crucial of all – so is the global way of thinking.

We must measure our cost and quality performance against the very best in the world . . . against producers who are world-class by every standard and getting better every year.

out the Free Trade Agreement – especially in the automotive sector, which has operated on a North American basis since the advent of the Auto Pact in 1965.

However, the FTA does give Canadian mills and their Canadian customers more opportunities to compete in the U.S. market – although we must be alert for U.S. non-tariff barriers that violate the "level playing field" spirit of the agreement.

To take advantage of the Free Trade Agreement, all Canadian manufacturers will have to analyze their business and make the necessary adjustments to be competitive.

When you add up those new competitive factors, you can see why we are so totally committed to the goal of continuous improvement.



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A listing in this classified business and professional directory is available to any Hamilton and District Chamber of Commerce member. Call Jim McDowell at 522-1151 for details.



CHAMBER MEMBERS MAKING NEWS





GEORGE LETHBRIDGE CIBC, Hamilton

- K. E. (KEITH) AVERY, Hamilton's new City Clerk, has advised us that By-Law No. 89-370 respecting smoking in the workplace came into effect on March 1st and must be adopted and implemented by employers on or before March 10th. Copies of the by-law and information respecting signs is available at the City Clerk's Department, City Hall or by calling 546-3986.
- TERRY and BETTY WEBSTER of TERENCE WEBSTER DESIGN ASSOCIATES LTD. have relocated their design offices to 1310 Osprey Drive, Ancaster. Telephone 648-9959. We wish them well.
- Our thanks to these Chamber members for the support of the "Business After Business" program by providing attractive door prizes: YELLOW CAB, ESTHER'S GIFT BASKETS, STIRLING PRINT & CREATIVE SERVICES, ANCASTER OLD MILL and TE DEUM CONCERTS. If your business would like to participate either by providing a door prize or hosting a "Business After Business", contact KATHY DREWITT at 522-1151.
- After a long and distinguished career as President and Chief Executive Officer of the CUMIS group of companies, J. L. H. (HARVEY) LANCTOT retired January 1, 1990. The newly elected President and C.E.O. is GEORGE W. BERQUIST.
- On January 1, 1991 the Government of Canada proposes to implement a major reform of the Federal Sales Tax system by replacing the Manufacturers' Sales Tax with the Goods and Services Tax. Excellent booklets, most prepared and distributed by the many fine chartered accountant firms in the region, are now available. If you have not received one yet, please contact your C.A., or contact the government directly at 1-800-267-6620.
- RON COBURN has been promoted to the Office of Vice-President/General Manager, Mediacom, Hamilton. In addition to being a member of the Chamber, Ron is also involved as Marketing Chairman of the Chamber's Older & Displaced Worker Council.
- PETER EGYED, Director, Trade Promotion, The Canadian Chamber of Commerce has asked that we advise Chamber members of the Second Biennial Trade Exposition "Caribbean Expo 1990", Port of Spain, April 26 to May 6. It is designed to highlight the range of products



PAUL WILLIAMSON

manufactured in Trinidad and Tobago and the Caribbean region. It offers to manufacturers the opportunity to present and demonstrate new and existing products, to meet local and overseas suppliers, to promote their corporate image, to interact with current and potential customers, and to see opportunities for investment in Trinidad and Tobago. For further information contact the Trinidad and Tobago High Commission, 75 Albert St., Ste. 508, Ottawa K1P 5E7. Tel: (613) 232-2418 Fax: (613) 232-4349.

- Well known Hamiltonian GEORGE LETHBRIDGE, Vice-President and Manager of Corporate Banking in Hamilton, retires March 31, 1990. We wish him a long and happy retirement. FRANK SHAUGNESSY has been appointed to succeed him. Welcome to our Greater Hamilton community.
- KENNETH POST, Executive Assistant to the President, McMaster University, advises us that the CORPORATE HIGHER EDUCATION FORUM (CHEF) will be meeting in Hamilton May 14th to 16th. The theme of the meetings will be "DESIGNING CANADA'S FUTURE: LEARNING FOR THE 21st CENTURY". The forum was formed to bring leaders of Canada's academic and business communities together to examine issues of mutual interest and concern. Further information is available by contacting Mr. Post at 525-9140 ext. 4618.
- DAVID GOW, Vice-President, MLH + A Inc. K.G. Brown Associates Limited has informed us of the appointment of PETER GORHAM, F.C.I.A., as a partner of the company and his transfer to the Hamilton office. MLH + A is one of the largest Canadian owned firms of actuaries and consultants.
- Our congratulations to THE HAMILTON SPECTATOR on the successful launch of their "Community Service Awards". They were presented in conjunction with the Advertising and Sales Club Distinguished Citizen of the Year dinner.
- JIM JUPP, President, M & J Electric, has been elected to the Board of Directors of the Council of Ontario Construction Associations.
- THE WILLIAMSON GROUP (Benefit Consultants) has established offices in Hamilton. The company was previously known as Conceptual Benefit Planners. PAUL WILLIAMSON is the company President.



FRANK SHAUGHNESSY Vice-President and Manager Corporate Bank, CIBC Hamilton

- It looks like an invoice, but it's not an invoice. Confused. Don't worry you are not alone. Rather formal looking, invoice type solicitations for listings in a "Classified Directory" are being mailed to the Greater Hamilton marketplace again. Please advise those issuing cheques for your business to be extra vigilant.
- Our featured "OUTSTANDING CITIZEN OF GREATER HAMILTON" on page 7 of this issue of Panorama is PATRICE VIVIAN (RE/MAX Advantage Realty Inc.) who is the current President of JUNIOR ACHIEVEMENT OF HAMILTON. Hundreds of students from throughout the region enroll with JA on an annual basis. Through hands-on experience they are taught the principles of the private enterprise system. The photo was taken by GRUGGEN PHOTOGRAPHY who also took the excellent photo of JOAN BERTA (1989) United Way Campaign Chairman) which appeared in the last issue of Panorama.
- If you haven't yet seen the exhibition of work by Hamilton photographer, FRANK SHERMAN, you have until April 1st to do so. Mr. Sherman has been a photographer for over 50 years. He is the Past Chief Executive Officer and current Chairman of Dofasco Inc.



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P. J. Phoenix
President and Chief Executive Officer

December 18, 1989

Dear Mr. Shaker:

Mount Hope Airport has the potential to provide Hamilton and surrounding communities with vital transportation services and new sources of economic

We are pleased to see the initiative of the Chamber of Commerce with regard to our local airport.

We support the Chamber's investigation of alternatives for possible establishment of a private airport authority.

Yours very truly

Paul Phoening

Mr. Ed Shaker, President Hamilton and District Chamber of Commerce 100 King Street West Suite 830 Hamilton, Ontario L8P 1A2



DR. LILY ODDIE MUNRO

27 November 1989

It was a pleasure meeting with you, President Ed Shaker, and Jim McDowell, to discuss the Hamilton & District Chamber of Commerce proposal for the creation of a Local Airport Authority for the operation of the Hamilton Airport.

As you know, the Ministry of Transportation does support the philosophy of Local Airport Authorities, and would provide advisory resources for feasibility analysis. Tangible support would be seen from the Province in the form of provincial roads and signage, etc., as indicated in the last budget.

If I can be of assistance in any way, please do not hesitate to contact me.

stelco steel

Mr. E. Shaker President Hamilton & District Chamber of Commerce Suite 830 - 100 King Street West Hamilton, Ontario LNP 1A2

Dear Mr. Shaker:

Our local airport is an important element in the economic life of the Hamilton and surrounding communities.

I applaud your initiative in focusing attention on this issue. Any idea that has the potential to make the airport a more viable entity should be given careful scrutiny.

I support your call for the thorough investigation of the idea of a private airport authority.

Yours truly.

FHT:SM



Hamilton Construction Association

November 22, 1989.

Mr. Ed Shaker, President, Hamilton and District Chamber of Commerce, 100 King Street West, Suite 830, Hamilton, Ontario. LBF 1A2

The Board of Directors of the Hamilton Construction Association endorse the Chamber's efforts to assist with the improvement of development opportunities at the Hamilton Airport.

Specifically, we are writing to advise you that we support the proposal to examine and evaluate the potential benefits of creating a Local Airport Authority under the guidelines set out by Transport Canada. Your leadership in this regard is welcome, and we look forward to being advised of the results of the research and deliberations.

If there is any assistance we or our members can provide, please feel free to contact us.

HAMILTON CONSTRUCTION ASSOCIATION

J. Cameron Nolan, B.A., Executive Director.

JCN: jem

cc: Mr. J. Layfield H.C.A. President



CONSTRUCTION HOUSE, HAMILTON, ONTARIO

COCA



Several months ago commended to our R seriously consider a Fe which could ultimately managed by a local a

Since that time we h a number of letters sur Several of them appear

Our proposal is curr Region's Chief Adminis report to be released i

"I HAVE FOR SEVER CONCEPT OF A HAMILTO

- BILL

"WE WHOLEHEARTED EFFORTS . . . ''

"I SUPPORT THE C TOWARDS THE TRANSFE PRINCIPLE . . ."

- STAI

ERATING AUTHORITY" IS GROWING



r Chamber publicly renal Municipality that it al Government initiative Hamilton Airport being operating authority. been pleased to receive ing our leadership role. these pages. being reviewed by the

e Officer. We expect his

e very near future.

YEARS PROMOTED THE RPORT AUTHORITY." MPLING, M.P., BURLINGTON

JPPORT THE CHAMBERS'

CE MONGEON, PRESIDENT, ROYAL CONNAUGHT HOTEL

EPT OF NEGOTIATIONS F HAMILTON AIRPORT IN

YES, M.P., HAMILTON WEST



HAMILTON AUTOMOBILE CLUB

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The Board of Direction 1998 and 1998 an

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In summary, we support the Chamber's efforts in pursuing the goal of a privately operated airport

HAMILTON AUTOMOBILE CLUB

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BURLINGTON CHAMBER OF COMMERCE

3385 Harvester Road 5 216 1 Buringtor Ontario L7N 3N2 Tel 639-0174 December 20, 1989

The state of the s

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their meeting of December 20, 1989 unanimously passed the illowing resolution:

"That the Burlington Chanber of Commerce recognizes the one further study of the leasibility in the Healthon Airport facility to a local Airport Author and Supports the merit of the implementation of auditudy."

ly is complete, the Burlington Chamber W
... ame prior to making any further comment

'/dia M. 1 ' .

LMJ:





Brantford Regional Chamber of Commerce

Mr. Lee Kiiki. Executive Direct Hamilton & District Chamber of Comment LUU Kino St W HAMILTON. (1974)

Dear Le

On behalf of the Board | THE TOTAL TRANSPORT | THE STATE | Regional Chamber of Commerce, I want to the state | The

As a visites of the second of the end of the end of August when we would detect the title of the fact the Highlight of the end of th

We at a hamber know that for any initialize to be an east, there must be till support trom all sector in the etter is to let you know that we not only encourant authority you in your endeavours but also ofter our as a care if it is ever needed to help you accomplish your goal.

Thank you once again for keeping us informed and I look forward to further information in the future

Sincerely

Ken Edmison

AR*hdh



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**, v + T1 + 1 . . ,

Mr. Ed Shaker, President Hamilton & District Chamber of Commerce 100 King Street West, Suite 830 Hamilton, Ontario L8P 1A2

Dear Mr. Shake:

n November 23, 1989 the Board of Directors
Hamilton Real Estate Board reviewed the Hamilton & Disti
: Commerce's pursuit of the investigation into the pi
of the Hamilton airport

The Metropolitan Hamilton Real Estate Board supports to f Commerce in their efforts to pursue the investigation privately owned airport

ours truly,

METROPOLITAN HAMILTON REAL ESTATE BOARD

1 11,472

Anthony J. Harper President

AJH/bp







HAMILTON AIRPORT

IN THE MODERN WORLD THE AIRPORT IS THE DOORWAY. WHEN IT IS CONVENIENT AND EFFICIENT THE DOORS ARE OPEN AND THE WORLD BRINGS ITS PEOPLE AND ITS BUSINESS IN. WHEN THOSE AIRPORTS ARE CONGESTED AND INEFFICIENT AND FRUSTRATING, THE DOORS ARE CLOSED AND WE TURN OUR BACKS ON OPPORTUNITIES AND CHALLENGES THAT LIE ON THE OTHER SIDE." – MARTIN

HON. SHIRLEY MARTIN, JUNIOR MINISTER OF TRANSPORT

ED. NOTE: THE FOLLOWING IS AN EXCERPT TAKEN FROM REMARKS DELIVERED BY THE HONOURABLE SHIRLEY MARTIN TO THE CANADIAN INSTITUTE OF TRAVEL COUNCILLORS (FEB. 1990).

The Region's second most important airport however, will clearly be Hamilton's Mount Hope. I want to take a moment to tell you about this facility.

With an 8,000 foot runway, Mount Hope can accommodate almost any aircraft up to an L-1011 flying to virtually any destination in North America. It cannot handle Trans-Atlantic flights without a stopover. That has been an inconvenience to Trans-Atlantic operators but the thinness of the market might have dictated a stop to top up passengers in any case.

Mount Hope has certain other advantages – as an underutilized facility it has considerable capacity for expansion and the government recognized this in August with its announced intention to invest \$2 million there (with a possible \$19 million to follow) and to encourage the major carriers to initiate charter service from that airport. Two charter operators, Air Canada and Southbound Tours are currently offering flights from Hamilton to Florida and Canadian Airlines has indicated it will also test the market.

Hamilton offers significant advantages to the velling public – free parking, an uncongested terminal and next year expanded terminal and appun facilities.

The Ontario Government has also agreed to improve road access by widening the highway leading to the airport.

I drove the other day from downtown Toronto to Mount Hope Airport in 50 minutes, by the way.

Perhaps Hamilton's most important attribute is its geographical position, south of Toronto's congested airspace. Southbound aircraft are much less likely to be delayed because controllers in Toronto's Air Traffic Centre are able to hand them over to the American controllers only a few moments after they depart Hamilton Airport.

There's a saying that old habits die hard. I think a few hours on the runway on a hot summer afternoon is just the thing to kill them!

With the continued restrictions at Pearson and our decision to invest in Mount Hope, a lot of people are trying this airport for the first time and liking what they find. Recent visitors have included, for example, former President Ronald Reagan and the Rolling Stones. So whether you're handling Mick and the boys or Ronnie or even just ordinary Canadians, chances are you're going to hear more about this airport in the future.



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Garth Hattersley Director

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★ FREE REGISTRATION ★ COMPLIMENTARY LUNCH
★ 9:00 A.M. - 2:00 P.M. ★

- CONTENT -

- 1. HOW EFFECTIVE ENERGY MANAGEMENT SAVED BIG DOLLARS FOR THE CITY OF HAMILTON AT HAMILTON PLACE, THE CONVENTION CENTRE AND CITY HALL.
- 2. HOW EFFECTIVE CONTROLS OF HEATING AND COOLING SYSTEMS SAVE BIG DOLLARS IN INDUSTRIAL/COMMERCIAL BUILDINGS.
- 3. HOW TO PLAN YOUR NEW BUILDING AND/OR RETROFITMENT FOR EFFECTIVE ENERGY EFFICIENCY.

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HOW TIMES HAVE CHANGED

FOR ALL OF THOSE BORN PRIOR TO 1945

WE ARE SURVIVORS! CONSIDER THE CHANGES WE HAVE WITNESSED

We were before television, before penicillin, before polio shots, frozen foods, Xerox, contact lenses, frisbees, plastics, and the PILL.

We were before radar, credit cards, split atoms, laser beams, and ballpoint pens; before pantyhose, dishwashers, clothes dryers, electric blankets, air conditioners, drip-dry clothes . . . and before man walked on the moon.

We got married first and then lived together. How quaint can you be?

In our time, closets were for clothes, not for "coming out of". Bunnies were small rabbits and rabbits were not Volkswagens. Designer jeans were scheming girls named Jean or Jeanne, and having a meaningful relationship meant getting along well with our cousins.

We thought fast food was what you ate during Lent, and Outer Space was the back of the Esquire Theatre.

We were before house-husbands, gay rights, computer dating, dual careers, and commuter marriages. We were before day-care centres, group therapy, and nursing homes. We never leard of FM radio, tape decks, electric type-artificial hearts, word processors, wgurt, and guys wearing earrings. For us time-sharing meant togetherness – not computers or condominiums; a chip meant a piece of wood; hardware meant hardware; and software wasn't even a word!

In 1940, "Made in Japan" meant junk and the term "making out" referred to how you did on an exam. Pizzas, "McDonald's", and instant coffee were unheard of.

We hit the scene when there were 5 and 10 cent stores where you bought things for five and ten cents. MacNicoll's sold ice cream cones for a nickel or a dime. For one nickel you could ride a streetcar, make a phone call, buy a Wishing Well Lemon Lime, or enough stamps to mail one letter and two postcards.

You could buy a new Chevy Coupe for \$600 ... but, who could afford one; a pity too, because gas was only 11 cents a gallon! In our day, cigarette smoking was fashionable, GRASS was mowed, COKE was a cold drink, and POT was something you cooked in. ROCK MUSIC was a grandma's lullaby, and AIDS were helpers in the principal's office.

We were certainly not before the difference between the sexes was discovered, but we were surely before the sex change; we made do with what we had. And we were the last generation that was so dumb as to think you needed a husband to have a baby!

No wonder we are so confused and there is such a generation gap today!

BUT . . . WE SURVIVED. WHAT BETTER REASON TO CELEBRATE?

ED. NOTE: The above is reprinted from the "Wake-up-Call" of the Rotary Club of Hamilton AM, who in turn reprinted it from another Rotary Club bulletin. We would be pleased to acknowledge the author if we knew who he/she was.



BUSINESS ADVISOR

Terry J. Darby Consulting Inc.

T. J. DARBY, C.A.

BUSINESS PLAN

In January's issue we reviewed the first two segments of the Market Analysis, namely, your Target Market, and your Major Competitors. This issue we will discuss the third major subsection, Market Size and Trends

MARKET SIZE AND TRENDS

The current size of the market and its growth potential should be discussed for the short to medium term of three to five years. By understanding in which stage of the life cycle the market is in e.g. the embryonic, early rapid growth, mature or the declining stage, you will have a better idea of your chances of success.

Try to forecast future industry sales for each of the company's principal products/services. Your growth estimates should be supported, where possible, with industry trends, new technology and developments, and changing customer needs. If you want your Business Plan to be a "blueprint for success" don't exaggerate about the size of the market nor your potential share.

PROFIT SHARING PREREQUISITES

Not only is it important to know your corporate goals and objectives if you are going to have a successful profit sharing plan but there are some important prerequisites for establishing a plan.

- Probably the most important of these is a genuine concern for your employees and a sense of sharing.
- Profit sharing should not be in lieu of providing competitive industry remuneration but compensation over and above competitive wages and benefits.
- Last but not least, good communication is essential to the understanding and success of the plan.

FINANCIAL RATIOS

Last issue, I spoke of the importance of having important financial and performance ratios an integral part of your monthly financial statements. One of the most significant ratios is the Working Capital Ratio or Current Ratio. To calculate the formula one need only divide current assets by current liabilities. This ratio is a measure of liquidity and the ability of the company to meet its current obligations. Not only should you compare this ratio to previous periods but to industry averages. This information can be obtained from several sources including your industry association, public library or your banker.

If the working capital ratio has improved significantly over previous periods, make sure you have applied consistently the classification and valuation procedures used for various current assets and liabilities. In addition, take care to ensure the variation is not attributable to inconsistency of cut-off procedures, or unrecorded liabilities. There is no point calculating the ratio if it is based upon erroneous information!

GOVERNMENT GRANTS

If you are interested in exporting or just interested in expanding into new geographic and product markets you may wish to apply for a PEMD Grant. PEMD, is sponsored by Canadian External Affairs to promote trade and economic growth. PEMD offers assistance for both government and industry initiated activities. A company can apply for assistance regardless of their size. The program was created mainly to facilitate export sales through visits, trade misions, and trade fairs.

If you wish to participate in a trade mission PEMD will contribute funds for management/administration, official hospitality, 100% return economy airfare and local transportation.

Although it varies with each event, if you wish to be a show participant in a government-initiated trade fair PEMD will cover costs of a booth, and a minimum of 50% of some or all of return economy airfare, space rental, stand construction and operating costs, display transportation, erection, and dismantling just to name a few.

THOUGHT FOR THE MONTH

Set and keep all the mini deadlines and the major deadlines will basically take care of themselves.



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AT THE CHAMBER CLUB



The Hamilton & District Chamber of Commerce is pleased to announce the appointment of Mr. John Todorovic as Director of Club Operations. Mr. Todorovic started with the Chamber on March 12, 1990 and will be spending much of his time in the coming months co-ordinating the set up and move to the new facilities. WELCOME ABOARD JOHN!

At the same time we extend our appreciation and that of our members to Sandy Duncan, Tom Bowman, Alex Stamper and the balance of the Club Staff for their assistance and co-operation during the past couple months of transition.

The Chamber's plans for our move are progressing in spite of some difficulties which have been experienced in getting all of the complicated paperwork in place for what is a multiple party arrangement. By the time this is being read construction will be underway and we will be rapidly closing on the move date.

The Chamber Club in Jackson Square will be closing May 31, 1990. We will be re-opening in the new facilities very shortly thereafter.

Meanwhile in the next two months there is lots happening at the club besides regular luncheon business and normal committee meetings. *Watch for:*

- Secretaries' Week April 23 to 27th
 Our special thanks to sponsors: F. B. Smith/McKay
 Florists, Lime Ridge Mall and Merchants.
 Join Us For: Flowers, Fashion Shows and Special
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- Your Business and the Telephone Fridays Commencing May 4
- Dinner Theatre Featuring Nana Mouskouri May 1 — Hamilton Place

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THERMOSTATS WHICH WORK! MADE IN GREATER HAMILTON!

Do all Thermostats work? Well according to Keith Green of Temtronic Designs Inc., most Programmable Thermostats and Time Clocks don't work the way people expect them to. Keith and his partners, Jay Miller and Gayle Hardy, have worked very hard to set up a network and service that will check your building's temperature every 15 seconds and a 24 hour service to back up any problems.

How you ask? Well, about four years ago Keith came up with the idea of a Supervised Thermostat that can tell when people are Tampering or Playing around with it, detect Freeze-up, but which could be set back to SAVE MONEY.

All this had to be Packaged Electronically and sold as an ongoing service to the customer to ensure that the product is maintained 24 hours a day and is in 100% working order.

That is where Jay Miller came in as the Electronic Wizard. His job was to put all this and more into a 6" by 8" box which could Function in all Environmental conditions. The ESP (Energy Setback Panel) is intended to take the Heating and Air Conditioning problems that most businesses experience with employees constantly tampering and forgetting to set back areas that are not needed. "We give the owner the peace of mind that everything is taken care of."

Many people still feel that they can buy a Programmable Thermostat at a hardware store and expect it to do the job. That is like hiring a person to do a certain job and expect them to perform 100% of the time and never have to supervise them or watch what they're up to.

10 WAYS TO HELP MANAGE YOUR ENERGY DOLLARS

- Less Maintenance required, the ESP takes the place of six normal Thermostats.
- 2. Totally Eliminates Employee Tampering.
- 3. Provides exact Temperature Sensing.
- 4. 100% Parts and Labour Warranty for 25 years.
- 5. Provide 24 hour monitoring against Freeze-up and Hydro Out, etc.
- 6. Savings will be between 12% and 50% GUARANTEED.
- 7. Set back all Industrial and Commercial areas when the outside reaches 55°F or more.
- 8. We can turn LIGHTS, COMPRESSORS, FANS, and any other process equipment ON or OFF at any given time.
- 9. Installation Payback is usually between three and six months.
- 10. Be there when we're needed.

If you have an innovative product or service and would like it in Panorama, contact Jim McDowell (522-1151)

CHAMBER EVENTS 1990

Date	Event
March 22	Business After Business Leppert Business Systems
Aprl 4	Annual Meeting
April 26	Business After Business Mitchell & Associates
May 1	Energy Seminar
May 1	Theatre Night — Nana Mouskouri
May 9	Outstanding Business Achievement Awards
May 17	Market Place — R.B.G.
May 24	Business After Business Royal Connaught
June 21	Business After Business Philip Enterprise
June	Lunch Hour Open House 2 dates pending construction
Sept. 6	Golf Tournament
Sept. 10-16	Chamber of Commerce Week
10 11 11 & 12 13 14	Official Opening Luncheon Regional Chairman's Breakfast Business Expos Night at the Races Blue Jays Night
October	Gala Evening — Yacht Club
October 3	Ambassador's Awards Dinner
October 25	Business After Business Small Business Committee
October	International Trade Breakfast
Oct./Nov.	Literacy Breakfast
November 22 Business After Business	
December 5	President's Panel

THE WINNER!

A NEW DECADE - A NEW MOORING!

The response from Chamber members to the recent "Name The Theme" contest (regarding the Chamber's move to the building housing the Hamilton Yacht club) was tremendous. We had more entries than we dreamed of, and the task of making the final selection was an enjoyable one for your Special Events Committee.

All of the entries were extremely creative and it was obvious that a lot of thought had gone into the suggestions. "Business By The Bay" and "Chamber By The Bay" were two catchy ones which caught our eye. "Baywatch 2000" was one of the finalists and demanded a lot of discussion among committee members. "Bayshore, But Still Downtown" had a distinct message that we felt was appropriate. And on, and on they went – far too many to name here.

In the final analysis it was PETER MacMURRAY of Esso Petroleum who submitted the theme suggestion which the selection committee felt best exemplified what this move was all about:

"A NEW DECADE - A NEW MOORING"

Thank you Peter for your participation, and thanks to all Chamber members who took the time to send us their suggestions. Peter wins tickets for two to the Gala Opening Celebration to be held in the new Chamber Club (2nd floor of the Yacht Club building) in the fall.

We know that this new decade, and this new mooring, will be important and positive for the Hamilton and District Chamber of Commerce.

Brian Fortune, Chairman, Special Events Committee

POLICE WEEK

HIGHLIGHTS

MONDAY 14 MAY

APPRECIATION BREAKFAST

TUESDAY 15 MAY

CHIEF FOR A DAY CONTEST (GRADE 6 STUDENTS)

PUBLIC TOURS OF POLICE STATION

WEDNESDAY 16 MAY

SCHOOL TOURS OF STATION
POLICE COMMISSION MEETING
THURSDAY, FRIDAY, SATURDAY
PUBLIC DISPLAYS
AT LIMERIDGE MALL

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 $\begin{array}{c} C_{ALL} \ 527\text{-}4711 \\ \text{Michael McPhillips} - \text{Manager} \end{array}$



How money is really made.

COST OF LIVING UP. The Consumer Price Index for January 1990 was 154.9, 0.8% above the December 1989 figure of 153.6, and stood at 5.5% above the January 1989 level of 146.8. The foregoing figures are calculated on a time-reference base of 1981 = 100^* . The index for January 1990, based on the 1971 = 100 time reference period, was 367.0.

INDUSTRIAL PRODUCTION *DOWN.* The seasonally-adjusted figure of industrial production for the month of October 1989, in 1981 prices, was estimated at \$112,826.8 million, a decrease of 1.2% from the revised September figure of \$114,197.8 million.

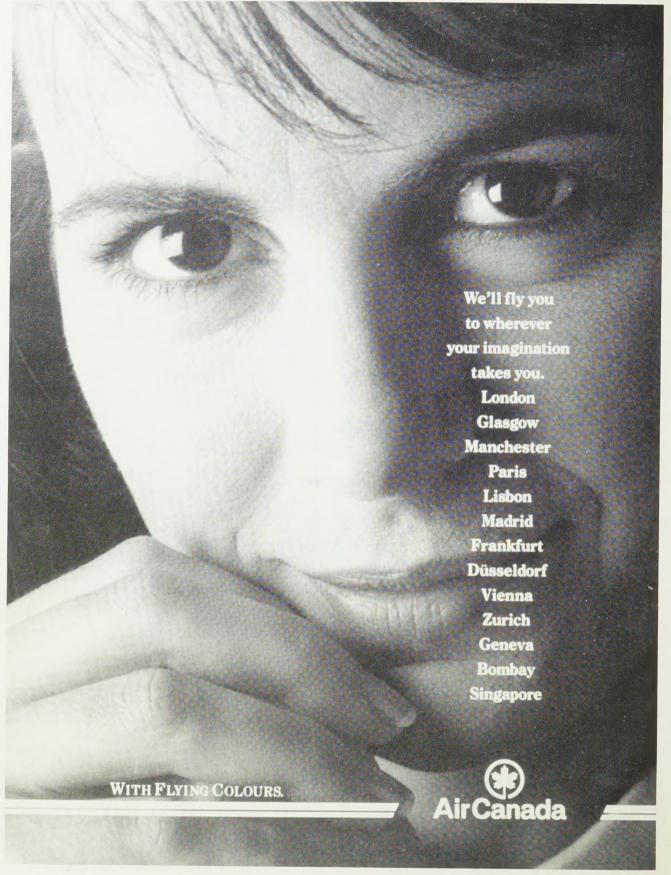
The Economy

WEEKLY EARNINGS UP. Average weekly earnings at the industrial aggregate level in October 1989 were \$497.90, up 0.6% from the revised September figure of \$495.31, according to a preliminary estimate based on a sample survey of reporting units.

UNEMPLOYMENT *UP.* In January 1990, the number of unemployed persons totalled 1,164,000, an increase of 159,000 from a month earlier. The number of persons without jobs constituted 8.7% of an active labour force of 13,372,000. The employment level in January was 12,208,000. The seasonally-adjusted unemployment rate for January 1990 was 7.8%, up from 7.7% in September.

LABOUR INCOME UP. Total labour income for the month of November 1989, not adjusted for seasonal variations, was estimated at \$29,890.2 million. The latest figure represents an increase of 7.8% from the revised November 1988 level of \$27,730.6 million.

STRIKES AND LOCKOUTS UP. The time lost from the 7 work stoppages recorded for April 1989 amounted to 84,710 person-days, an increase from the 55,170 person-days lost from the 10 work stoppages during April 1988.



TO RESERVE YOUR SEAT CALL YOUR TRAVEL AGENT OR AIR CANADA AT 528-7061